

### **Appendix Q: Business Processes to be Addressed in the HLBP**

The High Level Business Plan includes analysis and decision making for specifically identified business processes and activities. This document provides brief descriptions of these key items.

There are numerous business processes in the County which must be analyzed in order to determine how to manage them in a standard way and generally how to address them in the two ERP's. The following business processes or business activities require analysis and decision making. For each business process we need to identify the current approach, define objectives, high level requirements and standardization desired, determine direction, identify major challenges, and prioritize them.

Business Process	Next step/decision
<ul style="list-style-type: none"> <li>• <u>Position Management</u>: The objective of this analysis is to identify the overall county approach for implementing position management and the level of functionality to be implemented. Currently two thirds of the county uses some Position Management functionality in the legacy MSA and ARMS systems. The remaining one third of the county using PeopleSoft does not use Position Management functionality available in PeopleSoft. Position Management is a new concept for most of the County agencies currently using PeopleSoft and IBIS</li> </ul>	<p>In scope:</p> <ul style="list-style-type: none"> <li>• There was consensus that Position Management is in the ABT Program Scope based on the Charter.</li> <li>• There was consensus that the PM business process is owned by Human Resources Division.</li> <li>• <b>HRD will define how Position Management will be implemented using systems functionality and strong business rules; noting that the county will not rely solely on system functionality to manage positions across the county.</b></li> </ul>
<ul style="list-style-type: none"> <li>• <u>Employee Performance Management</u>: The objective is to determine the County's approach to performance management, and identify when it should be implemented in the ERP.</li> </ul>	<p>In scope:</p> <p>HRD is currently implementing a paper based performance management system, Employee Performance and Accountability System, EPAS. Once fully implemented, the ABT Program will use the paper based system as a model for implementing performance management on PeopleSoft.</p>
<ul style="list-style-type: none"> <li>• <u>Succession Planning</u>: The objective is to determine what is meant by succession</li> </ul>	<p>In scope:</p>

planning in terms of the County and determine the County's approach and timing.	This business process is supported by PeopleSoft and is identified as part of the ABT Program scope. How it will be implemented will be determined in the HLBD stage.
<ul style="list-style-type: none"> <li>• <u>Position Core Competencies:</u> The objective is to understand the County's approach and how this relates to performance management.</li> </ul>	<p>In scope:</p> <p>This ties with succession planning and performance management and is a part of the ABT Program scope.</p>
<ul style="list-style-type: none"> <li>• <u>Time Entry:</u> The objective of this analysis is to determine the County's vision for employee time entry. Will the model continue to rely on data entry specialists or will the County move to employee based entry, also capitalizing on the data entered into the various work management systems.</li> </ul>	<p>In scope:</p> <p>There was consensus that current time entry is inefficient and that a distributed online process is preferred. There is concern that some agencies or departments currently have time entry systems that feed other functions such as scheduling and customer billing. The ABT Program will evaluate time entry and determine if a standard time entry solution can be identified for those agencies and departments that have manual or inefficient time entry.</p>
<ul style="list-style-type: none"> <li>• <u>Recruitment:</u> The objective is to determine the County approach to recruitment, and identify when it should be implemented in the ERP.</li> </ul>	<p>In scope:</p> <p>There was interest in implementing on-line tools for recruitment. The Sheriff and Health Departments currently use a hosted service. ABT will include on-line tools for recruitment in its scope to replace third party hosted solutions.</p>
<ul style="list-style-type: none"> <li>• <u>Labor Distribution Methodology:</u> The objective of this analysis is to establish an efficient methodology for charging staff salary and benefit costs to specific cost center or projects other than their home based cost center. These charges may cross organizational and fund lines. This is interdependent with to other elements of ABT including, time entry and cost allocations. The HLBP will explore</li> </ul>	<p><b>In scope:</b></p> <p><b>Key decision is that Actual costs will be used for labor distribution. Ken Guy, FBOD is the business owner.</b></p> <p>A conceptual labor distribution model using actual costs was proposed and accepted. This will still need to be fleshed out during</p>

options and provide direction.	the HLBD stage.
<ul style="list-style-type: none"> <li>• <u>Cost Allocation:</u> Examine the primary areas where cost allocation functionality is needed and develop solutions using Oracle or PeopleSoft to provide an equivalent level of functionality or alternative solution to achieve an equivalent level of data management and reporting. The HLBP will explore options and provide direction.</li> </ul> <ol style="list-style-type: none"> <li>1. Internal Service Fund rates and CX overhead models.</li> <li>2. Public Health - indirect labor allocation to overhead cost pool allocated to projects.</li> <li>3. Mass Allocations in Oracle to post direct labor charges to projects.</li> <li>4. Other cost allocations as identified.</li> </ol>	<p>In scope:</p> <p>There was consensus to use mass allocations and burden rates to allocate costs.</p>
<ul style="list-style-type: none"> <li>• <u>Benefits Administration:</u> The County has recently implemented a PeopleSoft benefits administration module. The primary objective is to validate our business process and identify additional opportunities.</li> </ul>	<p>In scope:</p> <p>There was consensus that the current benefits administration business process implemented through BHIP was effective. Leave Administration is a business function identified as a business process that needs further review during the HLBD stage.</p>
<ul style="list-style-type: none"> <li>• <u>Accounting Structure:</u> The objective of this analysis is to develop a preliminary organizational and account structure that will comply with Generally Accepted Accounting Principles, accommodate future changes, ensure efficient transaction processing and meet management and external financial reporting needs.</li> <li>• This work is interdependent with other parts of ABT including Payroll processes, Budget processes and reporting. It will also have an impact on all interfaces to and from the accounting system. The HLBP will determine the options and direction for using multiple accounting structures.</li> </ul>	<p><b>In scope:</b></p> <p><b>Decision was to use a single Chart of Accounts for the county.</b></p> <p>A proposed chart of accounts was presented; however, there was consensus that it was too early to make a decision on a COA. A COA work group will be convened to develop a chart of accounts during the HLBD stage.</p>
<ul style="list-style-type: none"> <li>• <u>Asset Management:</u> The objective of the</li> </ul>	<p>Out of scope:</p>

<p>analysis is to develop common policies and one common high-level business process for efficient recording and reporting assets.</p> <ul style="list-style-type: none"> <li>The financial aspect of asset management includes polices related to establishing which assets will be tracked and how they will be reported in the Financial report. Asset management business processes record and report asset information, including accounting values and depreciation. The County currently has two different business processes one used with each of the two existing financial systems. The two current business processes both use the same fixed asset system.</li> </ul>	<p>Tracking asset performance and managing asset maintenance and replacement is out of the ABT Program scope. These will be met with existing maintenance management systems which will be included as part of the HLBD interface design.</p> <p>In scope:</p> <p>Asset Accounting will be a part of the scope.</p>
<ul style="list-style-type: none"> <li><u>Procurement Best Practices:</u> The objectives of this analysis are to define efficient and value added procurement processes to implement in ABT and to determine what “e-procurement” processes will be implemented in ABT.</li> </ul>	<p>In scope:</p> <p>Procurement best practices such as P-card, ivendor and iProcurement were identified as part of the ABT Program scope.</p>
<ul style="list-style-type: none"> <li><u>Document Management and Imaging:</u> The objective of this analysis is to determine if implementing document management and imaging technology should be part of ABT.</li> <li>The current payroll and financial business processes involve processing storing and accessing hard copy documents. Using scanning and electronic document management technology was identified as a way to reduce the cost of handling, storing and accessing hard copy documents.</li> </ul>	<p><b>In scope:</b></p> <p><b>Need to note that the REALS project is not document imaging, but is more related to records management.</b></p> <p>The REALS Electronic Records Management System Project is in the process of implementing document management. This project will inform the ABT program of a countywide application for electronic document imaging.</p>
<ul style="list-style-type: none"> <li><u>Activity Based Costing:</u> The objective of this analysis is to determine if implementing Activity Based Costing (ABC) should be part of ABT.</li> <li>ABC is generally viewed as an additional accounting perspective rather than replacing existing organizational and budgetary accounting. ABC provides a more detailed allocation of overhead costs</li> </ul>	<p>In scope:</p> <p>There was consensus that the county currently uses its accounting structure for activity based costing. The ABT Program will ensure that the accounting structures will support ABC. It was decided that the Oracle ABM module was not needed.</p>

<p>to specific activities related to generating a specific product or service, creating a more useful of the cost of producing the product or service.</p>	
<ul style="list-style-type: none"> <li>• <u>Budget Preparation and Management:</u> Define budget requirements as identified by stakeholders for functionality integrated with Oracle general ledger, position management and encumbrance accounting that utilizes the best functionality for decentralized, single entry budget prep and fully electronic reporting with budget posting and revision capability. The HLBP will develop high level business requirements.</li> </ul>	<p>In scope:</p> <p>A requirements documents for a countywide budget system was developed in parallel with the HLBP. During the HLBP, current business processes were documented and best practices were identified. During the HLBD stage, two budget related efforts will be initiated:</p> <ul style="list-style-type: none"> <li>• RFP process to evaluate and select a budget system and implementer,</li> <li>• Business process review and design process to determine how the budget business process can be implemented to be closer aligned with public sector budgeting best practices.</li> </ul>
<ul style="list-style-type: none"> <li>• <u>Payroll Cycle (every week payroll or every other week):</u> The objective is to determine the best support model for an all county bi-weekly payroll.</li> </ul>	<p>In scope:</p> <p>There was consensus that bi-weekly payroll is part of the ABT Program Scope. The proposal to have one common pay cycle was generally accepted.</p>
<ul style="list-style-type: none"> <li>• <u>Data Management and Reporting:</u> The objective is to provide high level direction for County ERP reporting.</li> </ul>	<p>In scope</p> <p>There was consensus that we needed to deliver information in multiple ways. The concept of a data warehouse was discussed and it was agreed to complete further analysis of data warehouse and end user reporting tools during HLBD stage.</p>